



2004 NDIA Space Policy & Architecture Symposium

Transformation Management & Organization: An SMC Perspective

Lt Gen Brian Arnold
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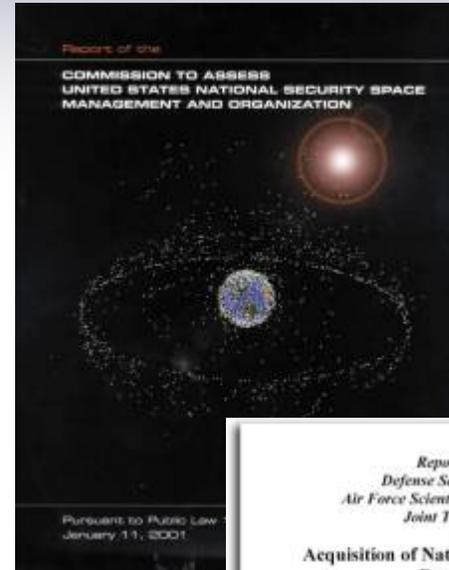
Executive Summary

- ◆ Recent Events / Backdrop
- ◆ Transformation Defined
- ◆ Organizing for Transformation
- ◆ Managing Transformation
- ◆ Investing in Transformational Technologies



Recent Events

- ◆ Space Commission (Jan 2001)
- ◆ Young Panel / DSB (May 2003 / 2004)
- ◆ Moorman Report / Access to Space Studies (1994 / 2004)

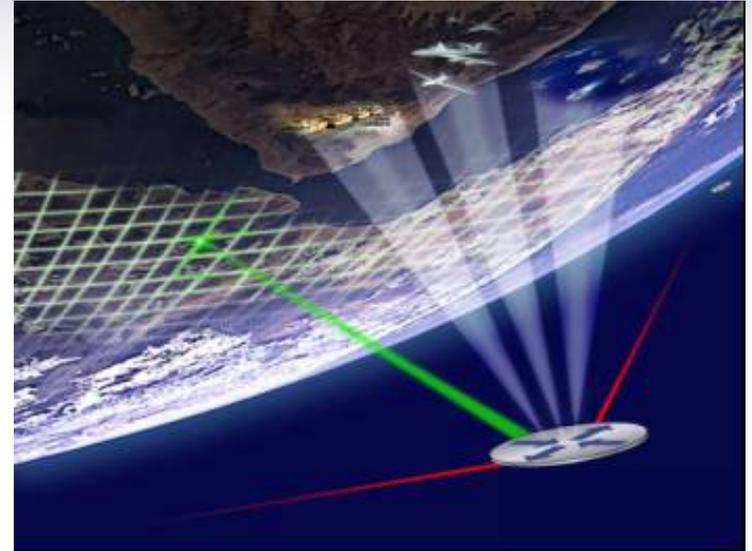




Transformation: A Definition

- ◆ SECDEF/SECAF: Mindset, Culture, Process
- ◆ A Process by which the AF achieves and maintains advantage by...

- Changes in Technology
- Changes in Operational Concept (Tactics, Techniques & Procedures/CONOPS)
- Changes in Organizational Structure (Roles & Responsibilities)
- Any combination of these three!





Organizing for Transformation

- ◆ SMC/CC realigned as PEO for Space
 - Direct report to both USecAF and AFSPC/CC
- ◆ SMC realigned under AFSPC (2001)
 - AFSPC/CC provides "one voice" for space warfighting needs
- ◆ SMC is implementing Gen Lord & the USecAF's vision of a Cadre of Space Professionals
 - Embedding Space Operators into our acquisitions organizations and vice versa
 - Revitalized training and increased crossflow



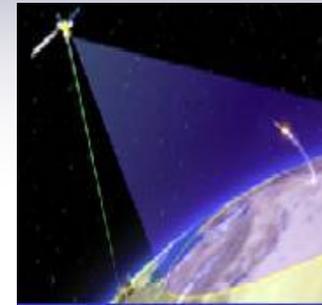
***AF Space
Professional
Strategy (2003)***



Managing Transformation Where are We Today?

- ◆ Changing the culture of our organization
 - ...to the benefit of the warfighter!
- ◆ Ensuring investment in transformational technologies
 - ...and rapidly transitioning those technologies into operational systems!
- ◆ Making changes to organizations, roles & responsibilities
 - ...so that we harness the power and synergy of our people—both space acquirers and space warfighters!

**Leadership, Accountability,
Mission Success!**



Space
Control



Space
Support



Force
Application



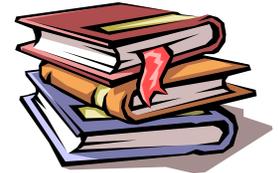
Space Force
Enhancement



Managing Transformation SMC Actions

- ◆ “Urgent & Compelling” Requirements Process
- ◆ Systems Engineering Revitalization
- ◆ Enhanced Training & Education
- ◆ Specifications and Standards
- ◆ Standardization of Center-wide processes
- ◆ Ever-increasing emphasis on Mission Assurance – *IRRT*
- ◆ Renewed collaboration with technical and mission partners—Space Quality Improvement Council
- ◆ Re-invigorated Review Processes—PMRs, CMRs, EXCOMs & Benchmarking
- ◆ Independent Program Assessments

**System
Engineering
Revitalization**



IRRT

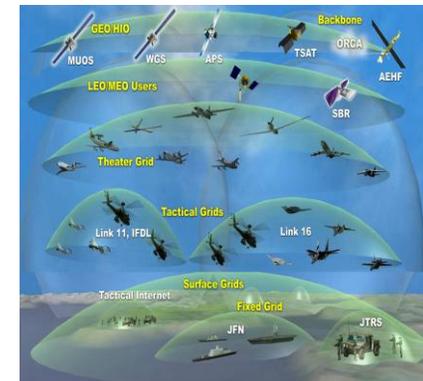
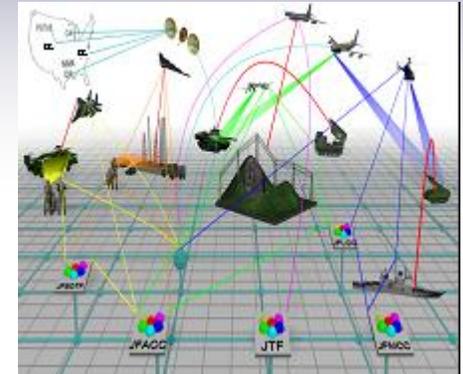


**Tiered
Reviews**



The Future of Space Transformation

- ◆ Joint Forces need operationally responsive space capabilities commanded as part of an integrated aerospace force
- ◆ Growing integration of Air, Space & National capabilities
- ◆ Space is our asymmetric advantage & the critical enabler of ALL expeditionary forces
- ◆ Continue to invest in Space Superiority
- ◆ Excellence in National Security Space Acquisition



CCS

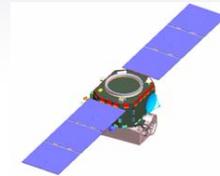


Investing in Transformational Concepts & Technology

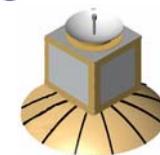
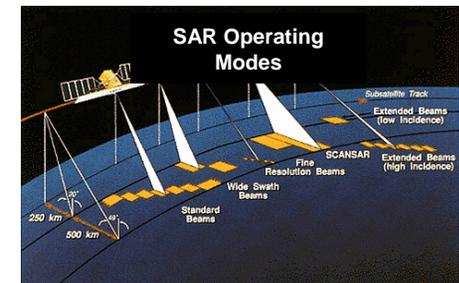
- ◆ Joint Warfighting Space (JWS)
 - *Rapid reaction, networked space constellation*
 - *Dedicated to the Joint Force Commander*
 - *Integrated with Air and National Security Space (NSS)*
- ◆ TCS
- ◆ SBR
- ◆ Operationally Responsive Spacelift
- ◆ Space Superiority technology & systems
- ◆ PEO/TEO process – Significantly improves our ability to “Rapidly Move Technology to the Warfighter”
- ◆ Exploring alternative paradigms for developing smaller and/or more modular systems
 - TACSATs, SLVs, FALCON Program



TacSat-1



TacSat-2



TacSat-3



Questions?



Joe Raedle / Getty Images